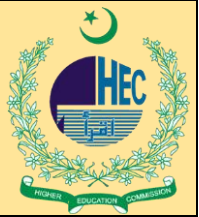




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Impact of Leadership Styles on Job Satisfaction and Employee Motivation: A Case Study of Private Banking Sector in Eastern Zone Afghanistan

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ABSTRACT

This study examines the Impact of Leadership Styles on Job Satisfaction and Employee motivation. In this research the private banking sector of eastern zone of Afghanistan was studied. In the bank researcher check the satisfaction level of the employees and how leaders motivate their employees. A sample of 200 employees was taken from eastern private banks. this research shows the executive level leadership that how they treat the employees or subordinates. The five level Likert scale questionnaire was distributed in different branches to the respondent. In the questionnaire out of 200, 200 questions were received from respondents, regression and correlation was used to check the impact of different leadership styles. result shows that there is a significant positive impact on job satisfaction to Transformational leadership, Transactional leadership and Laissez faire leadership. The second variable result shows that there is significant positive impact between Employee motivation to Transformational leadership, Transactional leadership and laissez faire leadership.

Keywords, Leadership Styles, Job Satisfaction, Employee Motivation, Transformational leadership.

Introduction

1.1 Background of the Study

An organization's leadership mentions to its leader's style of providing direction, implementing plans and motivating employees. Both styles of leadership known as transformational and transactional styles differ in the process by which the leader motivates his subordinates. Leaders are engaging the leadership includes getting out to workers and understanding their distress and working conditions. In our study there are variables job satisfaction and motivation are the Dependent variables and transformational leadership, transactional leadership are the independent variables.

Leaders want to produce a positive influence on individuals, groups and organizations, and then leadership should be expanded from old rigid autocratic style to friendly and contemporary style Dess (1998). Modern leaders perfectly adopt an attitude that support employees, provide them a vision, nurture confidence, encourage them to think innovatively, individualized consideration and broaden the communication. All these factors are the main features of transformational

leadership style leading to boost up organizational strengths and increasing level of job satisfaction and motivation. Transformational leadership style of in which the leader classifies the desired change, creates a vision to guide the change through motivation, and executes the change with the commitment of the members of the group, The transactional leadership style works through creating strong organizations whereby it is clear what is required of their juniors, and the rewards that they get for following orders. Punishments are not always mentioned, but they are also well-understood and formal systems of discipline are usually in place. In transactional leadership works through that is to clear that what is required for the subordinates. Transactional Leadership is in negotiating the contract whereby the subordinate is given a salary and other benefits, and the company (and by implication the subordinate's manager) gets authority over the subordinate. When the Transactional Leader assigns work to a subordinate, they are considered to be fully responsible for it, whether or not they have the resources or ability to carry it out. Transformational leadership, leadership as inducing changes to improve performance, stimulate employees intellectually by being creative, innovative and solve problems in the organization and tracking employee interests with those of the collective agreement, we conclude that the transaction is a senior management. Managing human resources, most of the executives face the problem of providing job satisfaction to the employees under their command job satisfaction is not the same as motivation. It is more of an attitude, an internal state of the person concerned. The other two problems confronted by the executives include alienation and stress among the employees. Both these affect the level of job satisfaction adversely. Studies have shown that increased commitment from the employees leads to more than 50% improvement in their productivity. Sustaining their commitment levels is a function of employee satisfaction. Hence, it is important to focus on the employee satisfaction levels.

Employee engagement is of two types' rational commitment and emotional commitment rational commitment results when a job serves employees' financial, developmental or professional self-interest. Emotional commitment, which has four times the power to affect performance than its more pragmatic counterpart, arises when workers value, enjoy and truly believe in what they do. Employee who demonstrates very high degrees of both commitment types are called "true believers" While it is important to maximize the number of true believers in an organization it's not merely enough to satisfy these true believers; they need to be further delighted. Organizations have to delight their employees who in turn will delight their customers thus leading to creation of high- performing organizations.

Transactional leadership, also known as managerial leadership, focuses on the role of supervision, organization and group performance. This [theory of leadership](#) was first described in by sociologist Max Weber, and further explored by Bernard in the early 1980s. Transactional leadership styles are more concerned with maintaining the normal movement of operations. Transactional leaders use disciplinary authority and a collection of incentives to motivate employees to perform at their best. The review shows that modern job-related phenomena job satisfaction are related to employees' relations with colleagues and superiors, Job satisfaction refers to the employees' perceptions of their working environment, relations among colleagues, earnings and promotion opportunities. Job satisfaction there is difficult to measure that a close of job satisfaction is affected by a wide range of variables relating to individual social, cultural, organizational and environmental factors.

They want to share the policies with them. In job satisfaction the working condition most of the employees are spending their time in the environment it's important for companies to try to improve working conditions. Such things as providing expansive work areas rather than close ones. Employees also need to know their supervisor's access is always open for them to discuss any concerns they have that are affecting their ability to do their jobs effectively their satisfaction at the office. Work plays a huge part in persons' lives simply for the reason that they devote more of time at the office than doing every other single activity. Based on Furnham (2005), one will find a lot of reasons why people work supplies a means of earnings, a resource of action and motivation, a resource of social contacts, an easy method of constructing time, along with a supply of self-fulfillment and self-actualization. Employees' job satisfaction can also be an essential facet of work. Positive feelings in regards to a job can lead to people going through greater satisfaction with their former lifestyle generally. Additionally they lead people to become healthier emotionally and substantially. Work might be a supply of pleasure for a person, and for that reason, researchers yet others who're worried about individuals' pleasure, stress that top job satisfaction ought to be practiced (Spector, 2008). In the past, the idea of job satisfaction continues to be broadly investigated subsequently to the beginning of the twentieth century, when there is movement in the direction of thinking about the mental circumstances of the worker connected with post-war industrial revolution with regards to growing in the output of employees Allen and Wilburn, (2002) Mullins, (2004). Because the Human Relation School was established, the numerous facets of the accompanying concepts of job satisfaction and inspiration happen to be shown through the various job satisfaction and inspirational ideas, for example individuals by Maslow, Herzberg, Vroom and so forth. Workers are the primary organizational means without workers; organizations would not exist or function (Worthington and Britton, 2006). Recently, calculating workers' satisfaction has turned into a matter of accelerating concern among business managements.

1.2 Problem Statement

In today's competitive and dynamic business environment the banking sector play a critical role in driving economic growth and financial stability. Within this sector leadership styles significantly shape organizational structure, employees attitude and overall performance outcomes. Research across different context has shown that effective leadership positively influence job satisfaction and employees motivation. Which in turn enhance organizational commitment and reduce turnover intention. However much of this evidence comes from developed countries or stable environment where workplace dynamics and organizational structures differ significantly from fragile economic such as Afghanistan.

1.3 Purpose of the Study

The purpose of the study to check the impact of leadership styles on job satisfaction and employees motivation. This study this study is focused on the job satisfaction and employee's motivation that will be checked through the leadership styles.

1.4 Scope of the Study

This study is focused on the job satisfaction level and employee motivation in the eastern banking sector of Afghanistan employee and also checks the leadership styles on their employees. The impact on job satisfaction and will be analyzed by using regression and correlation model.

1.5 Research Objectives

- To identify the relationship between leadership styles and job satisfaction.

- To identify the relationship between leadership styles and employees motivation.

1.6 Research Questions

- What is the relationship between leadership styles and job satisfaction?
- What is the relationship between leadership styles and employees motivation?

2.0 Literature Review

According to Bass (1985) and Stogdill (1963) Leadership style largely affects the employee motivation. There are leadership style exists. These are transformational and transactional. According to Riaz, Ramzan, Ishaq and Akram (2012) that transformational direction and all its dimensions have insignificant relationship with employees. Said by Avolio and Bass (1991) leaders who are more satisfying to their supporters and who are more effective as leaders are more transformational and less transactional. According to Bass (1998) it has been reviewed what is known from research about how transformational leadership improves commitment, involvement, loyalty, and performance of groups; how transactional leadership may induce more stress. Managers and management researchers have long believe that organizational goals are unattainable without the enduring commitment of members of the organizations. Motivation is a human psychological characteristic that contributes to a person's degree of commitment. It includes the factors that cause, channel, and sustain human behavior in a particular committed direction. Stoke, in Adeyemo goes on to say that there are basic assumptions of motivation practices by managers which must be understood. First, that motivation is commonly assumed to be a good thing. One cannot feel very good about oneself if one is not motivated. Second, motivation is one of several factors that go into a person's performance (e.g., as a librarian). Factors such as ability, resources, and conditions under which one performs are also important. Third, managers and researchers alike assume that motivation is in short supply and in need of periodic replenishment. Fourth, motivation is a tool with which managers can use in organizations. If managers know what drives the people working for them, they can tailor job assignments and rewards to what makes these people "tick." Motivation can also be conceived of as whatever it takes to encourage workers to perform by fulfilling or appealing to their needs. Maslow (1954 cited in Huber, 2006) arranged human needs along a five level hierarchy from physiological needs, safety and security, belonging, esteem to self-actualization. Said by Northouse, leadership may be defined as '*a process whereby an individual influences a group of individuals to achieve a common goal*' Northouse, (2010). Further, Kelloway & Barling (2010) define leadership as a process of social influence that is enacted by individuals in formal positions of power or leadership positions within an organization, such as managers and supervisors. Although leadership is not confined to individuals in formal leadership positions, it is argued that these individuals may have a particularly wide remit of influence within an organization Kelloway & Barling, (2010). According to Northouse Leadership is not tantamount to management although they both share some common characteristics. For instance, they are both concerned with influence, working with people and meeting goals.

Said by Herzberg (Herzberg et al., 1959; cited in Huber, 2006) is based on the Maslow's theory. Herzberg and colleagues built Herzberg's motivation-hygiene theory of job satisfaction. Theory proposed that there are two different classes of needs, which are intrinsic (motivators) and extrinsic (hygiene) factors. According to Hang-yue, Foley and Loi (2005) Uncertainty of job expectations, volume of work, incompatibility of expectations, and work-family conflict increase emotional exhaustion, and uncertainty of expectations decreases job satisfaction. According to

Stipek (1996) explain of the limitations of extrinsic reinforcement led to the development of new approaches to motivate people, including cognitive behavior modification (CBM). This approach recognizes that the effects of reward contingencies are mediated by cognitive variables.

According to Luthans (2007) Job satisfaction is the emotional response of an individual toward his or her job or place of job coming out from his or her experience from the job satisfaction as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience". According to Luthans (2005) Job satisfaction is a topic which has derived attention of not only organizational employees but also of researchers. Said by Okpara (2004) identified five dimensions of job satisfaction: pay, promotion, supervision, works itself and coworkers. Stated by Lok and Crawford (2004) proclaimed that leadership plays a vital role in determining the success and failure of a firm. According to Gill (2006) identified that leaders help to stimulate, motivate, encourage, and recognize their followers in order to get key performance results.

According to Cumming et al. (2010) stated that leadership that is concerned only with the output of the workers and do not care about their feelings failed to attain best efforts of the staff motivation abound. One thing these definitions have in common is the inclusion of words such as "desire", "want", "wishes", "aim", "goals", "needs", and "incentives".

The findings from this review revealed that transformational and transactional theories of leadership have received consistent support in the literature suggesting that they are effective approaches for the management of safety. Specifically, embracing transformational and transactional (contingent reward) leadership styles have been shown to have several safety benefits and are also crucial for the development of a positive safety culture. Avolio and Bass (2004) contend that transformational leadership behavior is the ability to impact others toward achievement of extraordinary objectives by changing the follower's beliefs, values and requirements. The key aspects of that include the following four elements Idealized influence (attributed) is referred to the socialized charisma of the leader, where the leader is perceived as being confident and powerful. Idealized influence (behavior) is the leader's charismatic actions that are centers on values, beliefs, and sense of mission. 2-Inspirational motivation is the way leaders energize their followers by viewing the future with optimism, stressing ambitious goals, sharing an idealized vision, and communication to followers that vision is achievable. 3-Intellectual stimulation is the leader's actions that appeal to follower sense of logic and analysis by challenging followers to think creatively and find solutions to difficult problems. 4-Individualized consideration is the leader's behavior that contributes to follower's satisfaction by advising, supporting, and paying attention to the individual needs of followers, and thus allowing them to develop and self-actualize (Gholamzadeh, 2012; Avolio & Bass, 2004; Antonakis et al., 2003). According to Hop pock job satisfaction as any combination of psychological, physiological and environmental circumstances that cause a person truthfully to say I am satisfied with my job (Hop pock, 1935). According to this approach although job satisfaction is under the influence of many external factors, it remains something internal that has to do with the way how the employee feels. That is job satisfaction presents a set of factors that cause a feeling of satisfaction. According to Davis (1985) Job satisfaction represents a combination of positive or negative feelings that workers have towards their work. Meanwhile, when a worker employed in a business organization, brings with it the needs, desires and experiences which determinates expectations that he has dismissed. Job satisfaction represents

the extent to which expectations are and match the real awards. Job satisfaction is closely linked to that individual's behavior in the work place.

Said by Kaliski (2007). job satisfaction is a worker's sense of achievement and success on the job. It is generally perceived to be directly linked to productivity as well as to personal well-being. Job satisfaction suggests doing a job one enjoys, doing it well and being rewarded for one's efforts. Job satisfaction further indicates enthusiasm and happiness with one's work. Job satisfaction is the key feature that leads to recognition, income, promotion, and the achievement of other goals that lead to a feeling of self-actualization. According to Bennis and Nanus (1985); and Burns (1978) the leadership is crucial in creating job satisfaction of personnel lower down. Whereas described leadership as the relationship that exists between the leader and follower in order to reach certain definite goals. Said by Gill (2006) outlined leadership as a skill to help in stimulating, motivating, encouraging, and recognizing followers in order to get key performance results. According to (Goodman, Fandt, Michlitsch, & Lewis, 2007) within the year, some investigation has proven that job satisfaction causes job performance.

According to Riggo (2000) He further opined that job satisfaction is generally associated with motivation but stated motivation of these relationship isn't obvious stated that job satisfaction is the quantity of overall positive feelings that people have towards their job. According to Bass (1990) Research in leadership is enticing and is a preoccupation of people since existence it possesses a spring board for ambitious leaders to have the ability to rate themselves against great people who've won the title to be great leaders. Based on Adam (2003) leadership is really a rather complex concept. This really is because of the truth at several approaches happening to be used to provide meanings to the word leadership and it is effective. Based on Akintunde (2001) people perceived the idea of leadership in various forms. According to Bass, (1989) House and (1977) Burns, (1978) The efficiency of this type of leadership has been demonstrated by studies especially in the political and military and very few studies have been made in industrial. Said by Albioon & Gagliardi (2007) the organizations effortlessly, effectively and efficiently, the most important and valued factor organizations need are Human resources. The success of an organization depends on the diligent, loyal and concerned managers and employees. Leadership is required in every organization at every level, the success or failure of an organization depends on the quality of leadership particularly on the part of top management. In this competitive era where world has become a global village, firms are considered to be competitive on the basis of competence of their human resources. Management of employees mostly depends on the quality of leadership organizations have. According to Schwedt & Marquardt, 2000 Leadership has been an important and central part of the literature on management and organization behavior for several decades. Indeed, no other role in organizations has received more interest than that of the leader. The concept of leadership has been studied since ages dating back to the times of Plato, Caesar Bass (1981).

According to Elance & Aggarwal (1975) investigated the leadership behavior taking different variables affecting the leadership style along with delegation of authority of 123 executives from public and private sector. They found that 67% executives in private sector and 57% in public sector units have employed democratic decision style or leadership. Said by Northouses (2001), leadership is described as the selection of bases of influence. The transformational approach views leadership as a shared process. The outcome of this process is the ability to transform

oneself, others, and the organization to new, unimagined heights of motivation and performance.

Omar Bin Sayeed, Meera Shankar (2009), in their study attempted to examine multivariate relationships between emotional intelligence and transformational leadership. The canonical correlation between emotional intelligence and transformational leadership dimensions revealed significant relationships, which confirmed emotional intelligence as an important element of managerial temperament. Noel. M Tichy, David.O. Ulrich (1984), authors purport that a new brand of leadership-transformational leadership is the key to revitalizing large U.S corporations such as general motors, AT&T, general electric etc. Based on the premise that the pressure for basic organizational change will intensify, mnot diminish, over the years, they argue that transformational leaders must develop a new vision for the organization. Mobilize employees to accept and work towards achieving the new vision and institutionalize the needed changes. Unless the creation of this breed of leaders becomes a national agenda, the authors are not very optimistic about the revitalization of the U.S economy. Based on the premise that the pressure for basic organizational change will intensify, the authors concluded that transformational leadership is required for revitalizing our organizations. Ultimately, it is upto our leaders to choose the right kind of leadership and corporate lifestyle.

According to Bono and Judge (2003) many researches showed that transformational leadership was positively related to leadership effectiveness indexes in different cultures and organizations. According to Avolio, Waldman, and Einstein (1988) found that transformational leadership could make the follower remain highly committed to the organization and others. Miles and Mangold (2002) proclaimed that job satisfaction is facilitated by leaders' performance and effective supervisory interaction with employees. Leader's capability to identify and solve the conflicts of employees determined the employees' perception about leaders' performance.

According to AL-Hussami (2007) concluded that transformational leadership positively effects the employees' job satisfaction. Hamidifar (2009) conducted a study in Islamic Azad University in Tehran and explored that among different leadership styles transformational positively determine the employees' job satisfaction. Employees are more satisfied with transformational leadership than any other style. Transformational leadership acting as a role model, inspiring and motivating employees to work safely and showing concern for employees' welfare enhances a number of safety outcomes including fostering perceptions of a positive safety climate, promoting higher levels of employee participation in safety activities, compliance with safety rules and procedures and safety citizenship behaviors (e.g. participation in safety committees, looking out for workmates safety). According to Ismail and Yusuf (2009) studied the impact of transformational leadership on followers' that there is significant positive relation between these two variables.

According to the paradigm can be extended to international relations, which can be conceived in terms of the extent emphasis is laid on principles (transformational) or power politics (transactional). According to Burns (1978) had handled this possible bitter aftertaste by describing the transforming leader as one who not only moved followers up on Maslow's hierarchy, but also moved them to transcend their own self-interests, presumably including their own self-realization. Said by Goodman, Fandt, Michlitsch and Lewis, (s2007). Job satisfaction is an essential part in human asset management. By determining factors impacting on job satisfaction, the management especially human resource department has the capacity to provide

necessary and significant information to create intelligent choices for marketing worker job satisfaction.

Said by Riggo (2000) stated that job satisfaction is the quantity of overall positive feelings that people have towards their job. According to Rose (2001) saw job satisfaction like a bi-dimensional concept composed of intrinsic and extrinsic dimensions. He further stated intrinsic causes of satisfaction rely on individual qualities for example capability to use initiative, relations with administrators or even the work the person really works. Handy (1997) opined that the inspired place of work, whether state or federal own universities can lead to inspired employees and draws focus on the significance of the climate, quality and elegance from the structure sand offices for work performance. Omar (2005) argues that leadership is really a subject of great importance and with published yearly. Over 7000 books, articles or presentations on leadership were created in 1990 (Bass & Avolio, 1990).

Delery & Doty (1996) studied the impact of recruitment & selection center, skill-oriented training & development programs, career progression, justified performance rating system, job involvement, employee engagement and performance-based rewards management on performance of strategic business units and found that implementation of HRM practices in an effective manner maximizes profitability of businesses. According to Beer et al. (1984), HRM department of organization is responsible for hiring the right person for the right task, defining and matching job description with job specifications, employees' development through imparting future-oriented training, transparent and unbiased performance evaluation, career progression, succession planning, motivating employee, retention of talented workforce and compensating employee according to their job ranking/grading. Bartel (1994) studied that how the implementation of post-selection practices affect performance of enterprises and concluded that organizations which have adopted best HRM practices was performing successfully and had competitive advantage over peers lacking effective HRM system. Becker (1996) studied 740-companies and expressed that organization which was implementing HRM practices produced optimum performance as compared to those which lacks in implementation of HRM practices. Capelli and Neumark (2001) studying the effect of High Performance Work System (HPWS) on employee performance supported that organization can increase its productivity by adopting HRM practices and HPWS are positively associated with organizational performance. Wan et al. (2002) by performing regression analysis concluded that existence of HRM practices in an organization has significant positive impact on productivity of business.

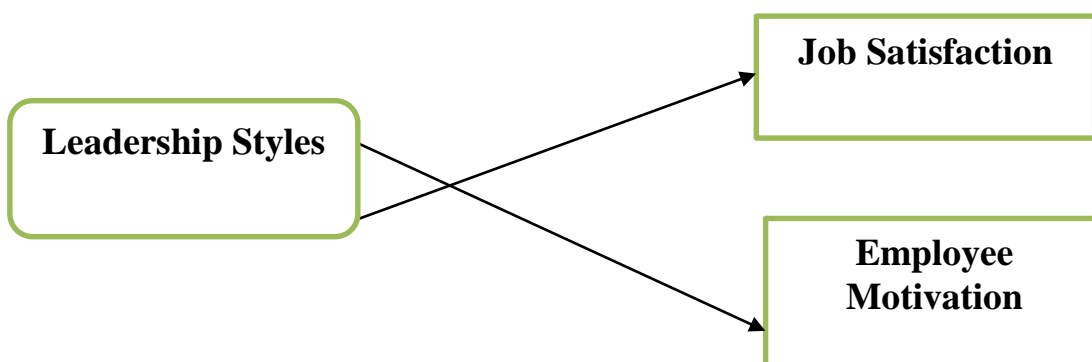
Purcell (2003) discovered that well managed HRM practices and accomplishment of organizational goals have positive associations. Deepak et al. (2003) explained that through HPWS, performance of organization can be boost up many times. According to Singh (2004), recruitment, merit-based selection and fair performance evaluation, skill-oriented training & development programs, employee motivation, justified compensation system have significant positive impact on perceived organizational performance. Teseema et al. (2006) investigated effect of post-selection HRM practices like training & development programs, merit-based promotion, performance-based compensation, employee communication on perceived employee performance and found that positive relationship exists between these HRM practices and perceived employee performance mediating to organizational performance. Katou and Budhwar (2010) described that organizational performance is positively correlated with selection through merit-oriented rigorous process, performance-based compensation, training &

development of employees to make them skillful, unbiased performance evaluation and employee motivation.

Shahzad (2008) studied the relationship between compensation, performance appraisal, promotion practices and organization performance and found it positive. Using correlation analysis technique, Katou and Budhwar (2010) found that post-selection HRM practices like fair and transparent rewards system and employee participation positively correlates with performance of organization. Motivation is psychological force that directs employees' behavior towards achievement of organizational goals i.e. better customer services, improved productivity (Kreitner and Kinicki, 1995). Entwistle (1987) explained that motivational factors enhanced the employee performance as well as organizational performance. Organization can only synergize its performance if its employees are satisfied & well-motivated to work. Jones and George (2008) explained motivation as psychological factor that directs an individual's behavior in an organization towards positive contribution into organizational productivity. In contemporary world, organizations are providing monetary and non-monetary rewards to its employee in order to keep them motivated which are precondition for optimum organizational performance (Mitchell, 1973). According to Porter (1982), motivated employees are prime factor to attain desired level of performance as motivated workforce makes all possible efforts to perform up to the mark. Mitchell (1982) described that employee motivation is driving force of employees' behavior resulting high level of employee productivity and increased organizational performance. Motivation energizes the workforce and directs their behavior towards optimum performance to achieve personal as well as organizational objectives (Meyer and Becker, 2004; Tung, 1981).

In a literature review, Lu, While, and Barriball (2005) mentioned the job satisfaction focuses on all the feelings about job of an individual. However, what makes a job satisfying or dissatisfying does not depend only on the nature of the job, but also on the expectations that individuals have of what their job should provide. Maslow (1954 cited in Huber, 2006) arranged human needs along a five-level hierarchy from physiological needs, safety and security, belonging, esteem to self-actualization. In Maslow's pyramid, needs at the lower levels must be fulfilled before those rise to a higher level.

2.1 Conceptual Framework



2.2 Hypotheses

H1: There is a significant impact of Transformational leadership style on job satisfaction.

H2: There is a significant impact of Transactional leadership style on employee motivation.

H3: There is significant impact of Transactional leadership style on job satisfaction.

H4: There is significant impact of Transactional leadership style on employee motivation.

H5: There is significant impact of laissez faire leadership style on job satisfaction.

H6: There is significant impact of laissez faire leadership style on employee motivation.

3.0 Methodology

3.1 Population of the study

All the employees of eastern zone Bank of Afghanistan were the population of the study employed, since the study was conducted in eastern zone of Afghanistan so the employees of this zone is targeted. The total population of this research is 420.

3.2 Sample size:

Due to time and cost constrains only 200 employees from eastern zone of Afghanistan Bank was selected as sample for the study, The researcher is resident of eastern zone of Afghanistan that's why researcher selects eastern zone and researcher have easily get the data easily.

3.3 Sampling technique:

Simple Random sampling was used for the study. Correlation and Regression sampling technique were applied for the analysis of data collected from the eastern zone of Afghanistan banks.

3.4 Data collection instrument:

The self-administrated questionnaire was distributed for data collection. Questionnaire consist of 5 level likert scale starting from strongly disagree to strong agree. For the purpose of the research all the data collection are use from questionnaire.

4.0 Analysis, Finding and Discussions

To analyze the data, the statistical tool of regression and correlation were followed. Regression analysis is a tool which is used to investigate the association between job satisfaction employee motivation transformational transactional leadership variables. In this research the researcher is analyze the Impact of Leadership styles on job satisfaction and employee motivation. In order to do so, the samples size is 200 employees from eastern zone of Afghanistan were selected. The regression analysis was first done on the whole data and derives a result and then the regression analysis was done on the eastern zone.

4.1 Interpretation

In the interpretation we run the regression analysis and we derived the results from SPSS software. There are different tables. So we can interpret separately. In the analysis we can know about the variables and also the regression model. In the interpretation the researcher can interpret the every table derived from the regression.

Table 1

Demographic Analysis

		Frequency	Percentage
Gender	Male	169	83.3%
	Female	31	15.3%
Age	25	56	27.6%
	26-35	124	61.1%
	36-45	20	9.9%
Experience	<5	60	29.6%

	6-8	109	53.7%
	9-11	31	15.3%
Education	Twelve year	8	3.9%
	Bachelor	137	67.5%
	Master	47	23.2%
	Others	8	3.9%

Table 1 exhibits the demographic information of this study. Survey respondents included 83.3% males and 15.3% females. 27.6% of the respondents belonged to 20 years of age, 61.1% employees belonged to 26-35 years of age. Employees having master's degree showed 23.2% of the sample, graduated employees were 67.5% of the sample and 8% other education.

Employees having experience less than 5 years comprised 29.6% of the sample, 6-8 years experienced employees were 53.7% of the sample, 9-11 years experienced employees comprised 15.3% of the sample.

Table 2

Correlations		Job Satisfaction	Employee Motivation	Transformational Leadership	Transactional Leadership	Laissez faire Leadership
Job Satisfaction	Pearson Correlation	1	.079	-.009	.027	.110
	Sig. (2-tailed)		.267	.900	.702	.122
	N	200	200	200	200	200
Employee Motivation	Pearson Correlation	.079	1	.046	.141*	.239**
	Sig. (2-tailed)	.267		.521	.046	.001
	N	200	200	200	200	200
Transformational Leadership	Pearson Correlation	-.009	.046	1	.099	.051
	Sig. (2-tailed)	.900	.521		.165	.471
	N	200	200	200	200	200
Transactional Leadership	Pearson Correlation	.027	.141*	.099	1	.379**
	Sig. (2-tailed)	.702	.046	.165		.000
	N	200	200	200	200	200
Laissez faire Leadership	Pearson Correlation	.110	.239**	.051	.379**	1
	Sig. (2-tailed)	.122	.001	.471	.000	
	N	200	200	200	200	200
*. Correlation is significant at the 0.05 level (2-tailed).						
**. Correlation is significant at the 0.01 level (2-tailed).						

In the above table first table is correlation table. The Dependent variables are Job Satisfaction and Employee Motivation. The Independent variables are Transformational, Transactional leadership and Laissez faire leadership. The criteria of correlation between independent to independent is .3 to .8 means 30% to 80%.

The first correlation or association between dependent to independent variable job satisfaction association of job satisfaction to job satisfaction is always 100%. So job satisfaction to employee motivation is 0.79 means 79% which is good because dependent to dependent association is high. Job satisfaction to transformational leadership is negative -0.009 correlation. The job satisfaction to transactional leadership is 0.027 which is low correlation and job satisfaction to laissez faire leadership is .110 which is low correlation.

The second variable is Employee motivation to job satisfaction is 0.079 which is low correlation. Employee motivation to employee motivation is always 100%. Employee motivation to Transformation leadership correlation is .046. Employee motivation to transactional leadership association is .141 which is 14% it show low correlation. The employee motivation to laissez faire leadership correlation is .39 which is 39% which is good correlation.

The transformation leadership to job satisfaction correlation is negative -0.009 which show low correlation. Transformational leadership to employee motivation correlation is .046 which is low. Transformational leadership to transformational leadership correlation is 100%. The transformational leadership to transactional leadership correlation is .099 which is 10% show low correlation. Transformation leadership to laissez faire leadership correlation is .051 which is low correlation.

The Transactional leadership to transactional leadership is 100%. The Transactional leadership to job satisfaction is .027 which shows low correlation. The transactional leadership to employee motivation correlation is .141 which is 14% showing low association.

The last variable Laissez faire leadership so check the correlation or association between Laissez faire to laissez faire association is always 1 or 100%. Laissez faire leadership to job satisfaction correlation is .110 which is 11% shows low correlation. Laissez faire leadership to employee motivation correlation is .239 which 23%. Laissez faire to transformational leadership association is .051 which is low. The correlation table shows us that there is low correlation between dependent to independent variables.

4.1.1 Model 1

Table 3

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.112 ^a	.012	.013	.510
a. Predictors: (Constant), Laissez faire Leadership, Transformational Leadership, Transactional Leadership				

In the above table model summary the **R** shows us the coefficients of correlation association between dependent variables with all independent variables. The Standard of **R** is greater than .7 or 7%. The **R** value is .112 which is 11% means 11% association between dependent to all independent variables.

The next column is **R-Square** or **R²** which show combined effect of all independent variables and the goodness of fit of the model or which shows that indicates how much of the total variation in the dependent variable can be explained by the dependent variables.

The **R-Square** value is .012 which is 1% shows that employee motivation explaining 1% in the Transformational, Transactional and Laissez leadership. The next column is Adjusted **R Square**

show the variability the value is .003 which is 3% variation of the model. **Adjusted R-square** value shows the variation in dependent variable. The adjusted R square value is .013 means 1% contributes in the model.

Table 4

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.642	3	.214	.824	.002
	Residual	50.945	196	.260		
	Total	51.588	199			
a. Dependent Variable: Job Satisfaction						
b. Predictors: (Constant), Laissez faire Leadership, Transformational Leadership, Transactional Leadership						

In the above **ANOVA** (Analysis of Variance) model this table indicates that the regression model predicts the dependent variable significantly well. The column of significant show the model is statistically Insignificant because the **P** value is greater than 0.05.

The **F** column standard is greater than .4 The **F** value is 8.240 which is greater than .4.

The Regression is also called Explained Variation and Residual is Unexplained variation. Explained variation means all the independent variables variation and unexplained variation are the error which is not in estimated model.

These are the degrees of freedom associated with the sources of variance. The total variance has N-1 degrees of freedom. In this case, there were N=200 observations, so the **DF** for total is 199. The **Sum of Squares** divided by their respective **DF**. So the mean square value can be measured.in mean square column the value of Regression in the column of Mean square divide into the value of residual so **F value** can be measured.

Table 5

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.732	.350		7.803	.000
	Transformational Leadership	-.013	.070	-.013	-.187	.002
	Transactional Leadership	-.015	.074	-.016	-.202	.000
	Laissez faire Leadership	.090	.059	.116	1.516	.001
a. Dependent Variable: Job Satisfaction						

In the above coefficients table the first column is **unstandardized coefficients**. The unstandardized coefficient beta shows the effect of variables. There are two sub columns first is **Beta** and second is **Std. Error**. First we can interpret the Constant.

If the Transformational Transactional and laissez faire leadership are Zero (0) so the Constant value is 2.681.

One unit change in Transformational leadership so -.013 or 1.3 unit decrease in Job Satisfaction. The **P** value is .002 which is less than .05 which is significant. If one unit change in Transactional leadership so -.015 which is 1 units decrease in Employee motivation. The **P** value is .000 which is less than .05 so the **P** value of Transactional leadership is significant. If one unit change in Laissez faire leadership so .090 or 9 unit increase in Employee motivation. The **P** value is .021 which is 2.1 also the value is Significant. The next column is Standardized Coefficients Beta these value show the ranking between the variables. So the high rank between the variable is laissez faire leadership because the standardized beta is .116 which is 11.6%.

4.1.2 Model 2

Table 6 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.335 ^a	.112	.098	.436
a. Predictors: (Constant), Transformational Leadership, Transactional leadership, Laissez Leadership				
b. Dependent Variable: Employee Motivation				

In the above table model summary the **R** shows us the coefficients of correlation association between dependent variables with all independent variables. The Standard of **R** is greater than .7 or 7%. The **R** value is .335 which is 33% means 33% association between dependent to all independent variables.

The next column is **R-Square** or **R²** which show combined effect of all independent variables and the goodness of fit of the model or which shows that indicates how much of the total variation in the dependent variable can be explained by the dependent variables. The **R-Square** value is .112 which is 11% shows that employee motivation explaining 11% in the Transformational, Transactional and Laissez leadership.

The next column is Adjusted R Square show the variability the value is .436 which is 43% variation of the model. The last one is Durbin Watson the range is between 2 to 4.

Table 7; ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.701	3	1.567	8.240	.000 ^b
	Residual	37.273	196	.190		
	Total	41.974	199			
a. Dependent Variable: Employee Motivation						
b. Predictors: (Constant), Laissez faire Leadership, Authoritarian leadership, Democratic Leadership						

In the above **ANOVA** (Analysis of Variance) model this table indicates that the regression model predicts the dependent variable significantly well. The column of significant show the model is statistically Significant because the **P** value is less than 0.05.

The **F** column standard is greater than .4 so the **F** value is 8.240 which are greater than .4. The Regression is also called Explained Variation and Residual is Unexplained variation. Explained variation means all the independent variables variation and unexplained variation are the error which is not in estimated model.

These are the degrees of freedom associated with the sources of variance. The total variance has N-1 degrees of freedom. In this case, there were N=200 observations, so the **DF** for total is 199. The Sum of Squares divided by their respective **DF**. So the mean square value can be measured. In mean square column the value of Regression in the column of Mean square divide into the value of residual so **F** value can be measured.

Table 8

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.681	.317		8.458	.000
	Transformational leadership	.202	.061	.223	3.302	.001
	Transactional Leadership	-.065	.063	-.074	-1.035	.000
	Laissez faire Leadership	.187	.050	.265	3.731	.000
a. Dependent Variable: Employee Motivation						

In the above coefficients table the first column is **unstandardized coefficients**. There are two sub columns first is **Beta** and second is **Std. Error**. First we can interpret the Constant.

If the Transformational Transactional and laissez faire leadership are Zero (0) so the Constant value is 2.681.

If one unit changes in Transformational leadership so .202 or 20 unit increase in Employee motivation. The **P** value is .001 which is less than .05 which is significant. If one unit change in Transformational leadership so -.065 which is 6 units decrease in Employee motivation. The **P** value is .000 which is less than .05 so the **P** value of Transactional leadership is significant. If one unit change in Laissez faire leadership so .187 or 18 unit increase in Employee motivation. The **P** value is .000 which is Significant. The next column is **Standardized Coefficients Beta** these value show the ranking between the variables. So the high value is .265 which is 26.5 %.

5.0 Conclusion

Productivity and performance of an organization depend upon the job satisfaction and Employee motivation of its employees and guide to growing profits. Leadership styles, an approach of enhanced interpersonal relationship between managers, supervisor and subordinate, is a way to create higher level of job satisfaction and employee motivation of employees. Leaders also help employees to become more creative, innovative and bring such new ideas which allow the organization to grow competitively and adapt itself to the changing external environment. The results revealed that transformational leadership and transactional leadership positively influence employee's perception of eastern zone bank.

The determination of this research was to determine the association between the transformational transactional and laissez faire leadership style on job satisfaction and employee motivation in eastern bank Afghanistan. The results showed that transformational leadership style and transformational leadership styles have a positive relationship with job satisfaction and employee motivation with the organization.

The outcome of the study also supported earlier investigation conducted by (Mosadegh Rad & Yarmohammadian, 2006), (Chen, 2005), (Lok & Crawford, 1999, 2001), which revealed job satisfaction and employee motivation correlate positively with leadership styles displayed by the leader. However, based on this study, Transformational leadership styles dimension of inspiration motivation had greater impact and backing than transactional leadership styles management by exception. However, this doesn't mean transactional leadership is not an important contributor to job satisfaction, the combinations of the two styles are important given circumstances and situations leaders operate.

It was also suggested that the adoption of transformational transactional and laissez faire leadership styles may increase the level of job satisfaction among the employees in eastern zone. The owners/managers of the eastern zone bank should not only deal directly with their employees, but also help them to create a better reinforcement system in order to motivate their employees in the situations.

5.1 Recommendation

In this research the results show significant impact of leadership styles on job satisfaction and employee motivation. In this research the researcher recommends in the future to compare the two banks and select different variables. In this study researcher is belong to the eastern zone Afghanistan so in the future select different cities and select different branches in the Afghanistan.

5.2 Recommendations for future research

- the future research will be conducted on other manufacturing organization.
- The further research will be conducted on governmental organization.
- Further research will be conducted on the other part of the country.
- The qualitative approach will conducted for further research.
- The mediating variable will be added for future research.
- The moderating variable will be apply for future study.

5.3 Limitation of The Study

- This study only conducted on eastern zone of Afghanistan
- The study only conducted on quantitative approach.
- This research is limited for 200 questionnaires.
- The research is limited and conducted just on private banking sector in Afghanistan eastern zone only.

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